



From the Acquisition Support Center Director

At the 2005 Army Acquisition Workforce Conference (AAWC), held Feb. 28–Mar. 3 in Orlando, FL, one of the most important initiatives discussed involves a paradigm shift in the way we, as acquisition workforce leaders and supervisory personnel, do business. Revitalizing rating supervisors is one of Military Deputy (MILDEP) to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) and Director for Acquisition Career Management LTG Joseph L. Yakovac's personnel focus areas as part of Army transformation.



Maxine Maples, Regional Director for the Southern and Western Region, led a standing-room-only AAWC workshop that provided a forum to gather feedback for Claude M. Bolton Jr., the ASAALT/Army Acquisition Executive, and the MILDEP on two Army Acquisition Corps Transformation Campaign initiatives. The first initiative is called the "Supervisory Outreach Program," the second is the "Civilian Leadership Development Program." After Maples gave an overview of each initiative, those present developed recommendations, a strategy and resource plan and timelines to be presented to the MILDEP. The recommendations were then briefed to the senior sponsor and senior process leader for AAC Transformation (Yakovac and me, respectively) for approval. All approved initiatives were then presented to AAWC general session attendees. They are also posted to the Acquisition Support Center's Web site and will be revisited at the 2005 Acquisition Senior Leaders and AMC Commanders Conference, Aug. 22-25, in Detroit, MI.

Before we examine the proposed initiatives, let's look at how we currently do business. Each Regional Customer Support Office (RCSO) is led by a regional director and staffed with acquisition career managers (ACMs). ACMs facilitate the career management process and serve as objective sources for workforce members. They are currently consumed by administrative functions of Acquisition Career Record Brief updates and the Individual Development Plan (IDP) process. ACMs focus on individual workforce members, but we are now shifting their focus to the workforce's 7,000 rating supervisors.

Let's examine the first change initiative. How do you coach and mentor your team? What tools do you use? The focus of the Supervisory Outreach Program is to revitalize rating supervisors in their new role as the frontline change agents in managing their acquisition workforce. This involves:

- Establishing strategic partnerships between the RCSOs and supervisors.
- Providing supervisors with the necessary tools and information to manage their workforce.
- Exploring rating supervisors' existing career management tools and communication media and how these tools are used.

An important part of every supervisor's job is continuing to develop the people who work under his or her direction to ensure a productive workforce and creating an ongoing ability to meet changing job requirements. As supervisors develop employees' IDPs, they should also consider the organization's strategic goals. Then they can evaluate what current and future skills are needed and conduct an objective assessment of the strengths and developmental needs of their staffs. Supervisors need to identify high-potential employees and expose them to experiential growth opportunities that are more challenging.

It's tempting for us to leave successful people where they are so we don't lose them. But we must keep in mind that we are doing more than just getting the job done well. We are building leaders, and that takes extra effort and time — including providing an environment to accomplish their IDP goals.

Supervisors — as leaders and change agents — have a responsibility to provide career counseling to help employees develop to their highest potential. It's our supervisors' responsibility, as change agents, to motivate and encourage their employees to take advantage of all opportunities, including continuing education, developmental training and experiential assignments, that will increase personal and organizational productivity and aid individual career progression.

A recent study featured in *Public Personnel Management* compared the impact of training alone to a combination of training and coaching. Training alone increased productivity by 22.4 percent. However, training combined with coaching increased productivity by 80 percent — a significant performance outcome.

The AAWC workshop also discussed the Civilian Leadership Development Program. Likewise, this initiative directly relates to rating supervisors. Goals related to this initiative include:

- Developing a Civilian Leader Development Program at every level.
- Establishing sequential leadership development.
- Providing leadership-training opportunities at every level on the civilian career path.
- Using National Security Personnel System flexibility to recruit and retain quality leaders.
- Developing a Leadership Certificate model with the Defense Acquisition University.
- Designating an in-house Web site with shared training folders for supervisors.

To create a meaningful dialogue throughout our workforce, I encourage comments from interested parties on these proposed changes. Please send your comments to Maxine Maples at Maxine.Maples@us.army.mil. Thanks in advance for your timely support of these forthcoming change initiatives.



COL Genaro J. Dellarocco
Director, U.S. Army
Acquisition Support Center

Acquisition Certifications

Army Acquisition Workforce personnel requesting certification in any acquisition career fields should ensure that all requirements are met in accordance with the most recent Defense Acquisition University (DAU) Catalog and the Acquisition Support Center's (ASC's) Policy and Procedures, which are available at <http://asc.army.mil>. To ensure your request and Acquisition Career Record Brief (ACRB) are up-to-date, visit <http://www.dau.mil/info/policies>. Go to the catalog section, then go to Appendix B and follow the checklist requirements for the career field in which you are requesting certification. DAU's Certification Checklist and ASC's Policy and Procedures change periodically and DAU catalogs are printed annually. Please note that a copy of your most current résumé should accompany your request. If you are applying for system engineering or test and evaluation certification, you must also submit a copy of your transcripts. Additionally, for contracting and purchasing certification, electives are now required. All ACRB and certification questions should be directed to your acquisition career manager prior to submission. Finally, course(s)

completion does not automatically certify an individual. Certification must be requested and all requirements must be met. For more information on certification procedures, please contact Herman Gaines Jr. at (703) 704-0123 or e-mail herman.gainesjr@us.army.mil.

Congratulations to AABC's Recent Course Graduates

The fast-paced 8-week Army Acquisition Basic Course (AABC) 05-001 ended Dec. 3, 2004, with 30 students successfully completing it. The distinguished graduate was MAJ Christopher M. Ford. On Dec. 17, 2004, 19 students graduated from AABC 05-701. The distinguished graduate was CPT Lannes C. Williamson II.

These graduate-level courses provide a broad spectrum of knowledge pertaining to the materiel acquisition process. They cover regulatory policies and objectives that shape the acquisition process and the implementation of these policies and objectives by the U.S. Army. Functional areas presented include project management, contracting, test and evaluation, acquisition logistics and information technology. Course graduates are eligible for a wide range of acquisition workforce positions.

AABC is presented by the Army Logistics Management College, and the course proponent is the Army's Director of Acquisition Career Management.

AABC is being evaluated for graduate credit and was recently awarded equivalency with 10 existing DAU courses.

Congratulations to the following AABC 05-001 graduates:

Baker, CPT Michael A.	Kim, LCDR Sang Hun (Korea)
Bretney, CPT David O.	Lawson-Singleton, LTC Eva M.
Burden, Charles E.	Lee, Hyeong (Korea)
Cline, CPT Kevin R.	Lee, LCDR Ogkyo (Korea)
Ford, MAJ Christopher M.	McDowell, CPT David H.
Fuller, MSG Robert A.	Metz, MAJ Christopher E.
Garner, CPT Benjamin C.	Navarro, MAJ Michael S.
Harrington, Chris C.	Pridgeon, MAJ James A.
Henderson, MAJ Roger G.	Redfield, MAJ James A.
Jones, MAJ Ernest C.	Ringbloom, CPT Kirk M.
Jones, Ralph C.	Rios, CPT Steven D.
Keeton, MAJ Chester L.	

Saulsbery, MAJ Lisa L.
Schneider, MAJ Maria D.
Slone, SGM Lonnie C.
Walmsley, CPT Andrew D.

Williams, CPT O'Neal A.
Woodbury, CPT Janelle C.
Woodbury, CPT Harvey L.

Congratulations to the following AABC 05-701 graduates:

Burnette, Erica N.
Cockrill, MAJ Jack G.
Duffy, Cathal
Foote, Jennifer A.
Hayward, CPT Preston J.
Hogan, Celeste M.
Kidd, Wanda L.
Lundy, SFC Glenn A.
Mansfield, CPT Bryon L.

Mickelson, Timothy A.
Petitjean, MSG Constance D.
Porter, Robert C.
Readus, Marsha H.
Vega, MAJ Michael A.
Webb, David C.
West, Floyd L.
White, MAJ Sheila
Williamson, CPT Lannes C. II

Additional information about AABC may be found at:
<http://www.almc.army.mil/hsv/index.asp>.

Congratulations to CECOM's Latest Darden School Graduates

The U.S. Army Communications-Electronics Command's (CECOM's) Carmel Costa, Ken Macfarlane and Bob Tiedeman have successfully completed "The Commercial Business Environment – A Primer for Department of Defense Managers." This course, presented by the University of Virginia's Darden Graduate School of Business Administration, Charlottesville, VA, showcases the world of commercial businesses. The course was conducted Nov. 29-Dec. 10, 2004, and additional group activities were held Saturday and Sunday.

The course included instruction, discussion and debate on topics such as economics, business-government relations, decision and risk analysis, business modeling, domestic and global culture, accounting, international finance, marketing, supply chain management, strategic alliances/partnerships and sustainable competitive advantage. The course concluded with a session on ethics, organizational behavior and balancing professional career and personal life.

Army contracting personnel from throughout the acquisition workforce attended the class including DA Headquarters procurement analysts, U.S. Army Aviation and Missile Command contract specialists, U.S. Army Corps of Engineers contracting

officers from Italy and Korea, contracting officers from various U.S. Army Contracting Agency districts and CECOM representatives.

Participation in this high-caliber, thought-provoking program is highly recommended for acquisition professionals who need analytical tools to deal with the Army's industrial base partners. Eighty Continuous Learning Points are awarded upon course completion.

News Briefs

Coalition Military Network Supports Operations Against Insurgents

Stephen Larsen

Just in time to support coalition operations to clear insurgents out of Fallujah, Iraq, and other hotbeds, the U.S. Army completed and fielded the Coalition Military Network (CMN), a new Internet Protocol (IP)-based, network-centric satellite communications system.

CMN provides bandwidth-on-demand services, with high-quality voice capabilities and secure broadband data communications for the Coalition's Multinational Division (MND), which includes U.S., British, Polish, Ukrainian, Korean and Filipino forces.

CMN implementation is part of the Kuwait-Iraq C4 (command, control, communications and computers) Commercialization (KICC) Program, through which the Army is providing enduring communications infrastructure for U.S. and coalition forces.

According to LTC Joseph Schafer, KICC Program Army Project Manager, CMN provides remote coalition bases in Iraq services including secure and nonsecure voice, Nonsecure Internet Protocol Router Network and the Combined Enterprise Regional Information Exchange System, a coalition secret data network.

"CMN extends the Global Information Grid (GIG) to the coalition's remote sites in Iraq," said Schafer. "Our vision is